United Nations E/C.16/2004/4

Economic and Social Council

Distr.: General
16 January 2004

Original: English

Committee of Experts on Public Administration
Third session
New York, 29 March-2 April 2004
Item 3 of the provisional agenda*
Revitalizing public administration

The role of the public sector in advancing the knowledge society

Report of the Secretariat

Summary

The knowledge society and the role of the public sector in its development is a critical area of study. The idea of knowledge development as an important element of governance is certainly not new. However, knowledge has assumed an even greater degree of relevance as well as a different shape with the advent and deepening of the knowledge economy and society. Using the United Nations Millennium Declaration as a framework for the knowledge society, Governments and the international community must seek to determine those knowledge-related activities and policy decisions that add public value and result in the meaningful utilization of knowledge throughout the whole of society. However, these general goals and recommendations must be translated into more concise, though flexible, conceptual frameworks, implementable policy and concrete actions. How this is to be accomplished remains somewhat vague, and most certainly complex. There is thus a need to further clarify and make more tangible the concepts and practicalities of the knowledge society. The public sector is critical to this effort.

The present paper reflects the discussions at the Ad Hoc Expert Group Meeting on Knowledge Systems for Development, held at United Nations Headquarters on 4 and 5 September 2003, as well as the key messages concerning knowledge as contained in the *2003 World Public Sector Report: e-Government at the Crossroads*.

* E/C.16/2004/1.

04-21220 (E) 090204

I. Background

1. At its inaugural 2002 meeting, the United Nations Committee of Experts on Public Administration considered the topic of the capacity of the public sector to capture the benefits of the revolutions in knowledge, innovation and technology, as well as its ability to put in place policies and conditions that would create an enabling environment at the societal level. In its report, the Committee recognized that capturing and disseminating data and information, largely associated with e-government initiatives, was a first step towards this end, but that in order to properly reap the rewards of the broader knowledge society, more had to be done. It therefore recommended that "further work be undertaken to better define the role of the state as enabler and as user of knowledge ... in order to support and encourage innovation throughout the public administration and the society as a whole."[1]

2. This expanded mandate led to the creation of the Knowledge Management Branch in Division for Public Administration and Development Management of the Department of Economic and Social Affairs of the Secretariat which, in addition to continuing work on e-government, is tasked specifically with examining issues pertaining to the knowledge society and knowledge in the public sector. This represents a deepening of the Division's work on good governance for the twenty-first century, in that improved knowledge generation, exchange and utilization within the public sector constitutes an important factor not only in innovation but also in learning, as well as more relevant and effective policy-making and public service delivery. Moreover, the implementation of sound knowledge governance structures at the societal level encourages greater inclusion, participation and expression of human rights, all central aspects of the good governance framework.

3. In September 2003, the Division convened the Ad Hoc Expert Group Meeting on Knowledge Systems for Development[2] to address the issues raised by the Committee of Experts for Public Administration, as well as those of knowledge governance and the impact of knowledge on governance. The meeting also represented the first activity on this subject of the newly constituted Knowledge Management Branch and what will be the beginning of a broader programme dedicated to these important issues. In addition, the issue of knowledge in the public sector was considered in the *2003 World Public Sector Report: e-Government at the Crossroads*.[3] The present paper reflects the discussions at the Ad Hoc Expert Group Meeting as well as the key messages concerning knowledge as contained in the *2003 World Public Sector Report*.

II. Introduction

4. The knowledge society and the role of the public sector in its development is a critical area of study. The idea of knowledge development as an important element of governance is certainly not new. However, knowledge has assumed an even greater degree of relevance as well as a different shape with the advent and deepening of the knowledge economy and society. There are multiple drivers of this phenomenon, among them the way in which society is becoming more complex and unpredictable in both positive and challenging ways. The manifestations of such changes are found, for example, in globalization, the economic value of ideas, global production chains, the demographics of youth, challenges to political systems

and recent rapid developments in science and technology, including information and communication technologies (ICTs).

5. These new imperatives demand responses that are more creative, innovative, intelligent, and more active in their use of knowledge. Yet while we often have an abundance of information, there is equally often a pronounced deficit of knowledge, or at least a deficit in our ability to create, use and apply it meaningfully.

6. With the Millennium Declaration as a framework for the knowledge society, Governments and the international community must seek to determine those knowledge-related activities and policy decisions that add public value and result in the meaningful utilization of knowledge throughout the whole of society. The philosophy of the Millennium Declaration and its specific benchmarks also compel us to examine questions such as "How can all benefit from the knowledge society?" and "How can its impact be felt across multiple spheres?"

7. However, these general goals and recommendations must be translated into more concise, though flexible, conceptual frameworks, implementable policy and concrete actions. How this is to be accomplished remains somewhat vague, and most certainly complex. There is thus a need to further clarify and make more tangible the concepts and practicalities of the knowledge society, especially taking into consideration the lessons learned to date by those around the world seeking to realize its potential. In that context, the Ad Hoc Expert Group Meeting focused on four primary topics: theoretical and historical underpinnings of the knowledge society; national knowledge systems; measurement of knowledge assets; and knowledge in the public sector. While prescriptive solutions were not provided, additional questions were raised which suggested a refocusing of the discussion on the role of the public sector in the knowledge society and the basis for further research. The *World Public Sector Report* likewise emphasized the networked government, management of information and creation of knowledge as the most important e-government applications of the future.

III. A new vision of the knowledge society

8. Every society has always been a knowledge society, in the sense that it has been using knowledge, formally and informally, in economic growth and in social development. However, the ICT revolution at the end of twentieth century has revamped the ways in which knowledge can be created, harvested, assembled, combined, manipulated, enhanced and channelled. This has increased the efficiency and effectiveness of the use of knowledge in economic growth and development, to the extent that knowledge is becoming the leading factor for adding value and for wealth creation in the market economy. In the current knowledge age, intellect and creative, innovative ideas have become a primary source of advantage. These factors also carry the promise of dramatically advancing human development and increasing the quality of life.

9. At the same time, while the creation and use of knowledge has accelerated, ethics have experienced difficulty in catching up. Unless the creation and use of knowledge is put in the framework of the desired societal context, that of human development, and supported by shared values, the increased impact of knowledge that serves its own agenda, or a particular market agenda, or particular political agenda, will shape the societal context on its own. This can prove counterproductive

from the point of view of quality of life of all people everywhere. As the march towards the global knowledge society progresses, questions are raised concerning the ethical basis of the knowledge society, its current characteristics and attributes, the ends to which knowledge is applied, cultural and value shifts, the ability of a society to participate in shaping the knowledge agenda, and to what degree dominant frameworks are compatible with the Millennium Declaration framework.

10. Upon consideration of many of these issues, the Ad Hoc Expert Group Meeting largely found existing concepts and frameworks lacking and concluded that a new vision of the knowledge society was warranted.

11. Many discussions of the knowledge society tend to concentrate on the more one-dimensional, but still important, knowledge economy. Historically and in the West, the progress of the knowledge society is largely seen through the lens of economic development and increased productivity. Indeed, this leaves out other facets of knowledge and its application within society, as well as the "human dimension". Moreover, it was felt that explanations of the knowledge society in terms of traditional economics was restrictive and did not properly take into account the unique dynamics and features of knowledge as distinct from standard goods and services. Knowledge largely does not obey economic models developed for the industrial era. The value of knowledge and the combination of factors and ideas is exponentially increased and not linear in nature (1 mind plus 1 mind does not equal 2 minds, but can equal hundreds of new ideas). Indeed, there was a strong call for new definitions and theories to explain the knowledge society that are interdisciplinary in nature.

12. When speaking of the knowledge society, one often hears of "transitions" to and from certain states of its development. Yet knowledge as a whole is not something that exists in some places and not in others. It is not the monopoly of the North or the West. And the knowledge society, while it has certain signposts, does not have definitive goalposts. Indeed, it is not something that a country transitions into as such.

13. It has become evident that these very prevalent frameworks do not provide an entirely accurate description of the state of knowledge capacities within societies, nor are they reflective of the depth, breadth and complexities of the knowledge society. Rather, it has been recommended that an alternative vision of the knowledge society should be adopted, one predicated upon the following values, principles and understandings:

- All societies are knowledge societies.
- Knowledge societies should seek to maximize human development.
- The knowledge society should espouse the values of openness, diversity, tolerance and inclusiveness, as well as respect creativity and accept some uncertainty.
- The knowledge society is highly dynamic.
- It is necessary to find common ground between the "I" (advancing the individual) and the "We" (advancing the community) approaches to knowledge society development.

- Knowledge societies should maximize public value (versus rent-seeking in the public sector or pure private value).
- Knowledge societies depend on embracing different types and forms of knowledge from varied sources.
- Social knowledge is as important as economic or productive knowledge.
- It should be recognized that knowledge is political.
- Governance of the knowledge society and policy matter.
- Ethics and the attempt to prevent misuse and abuse must be better addressed.

Reframing the debate on the knowledge society in these terms focuses discussion on the human dimensions, on a more holistic vision of where we want to go that is consistent with the Millennium Declaration, and it certainly has implications for the practical steps in how to get there.

IV. The public sector in the knowledge society

14. The paper entitled "Capacity of the public sector to support the creation and application of knowledge, innovation and technology for development",[4] presented to the Committee of Experts at its first meeting, in 2002, outlined many of the roles of the public sector in advancing knowledge, innovation and technology. The Ad Hoc Expert Group Meeting on Knowledge Systems for Development provided an opportunity to reflect on these roles and examine specific approaches being taken. As a result of those deliberations, and taking into account the research and recommendations contained in the *2003 World Public Sector Report*, an enhanced role for the public sector has emerged which includes the creation of effective governance mechanisms and public spaces for knowledge development, the development of policies towards knowledge acceleration, and more pronounced utilization of knowledge in the public sector. Moreover, the public sector and policy makers are now also responsible for internalizing and promoting the new vision of the knowledge society and ensuring that the national agenda and goals are aligned with this framework.

A. Governance of the knowledge society

15. In attempting to move from broader ethical frameworks to concrete reality, the issue of governance of the knowledge society, the perspective of the creation, exchange and utilization of knowledge, must be addressed. As "one size fits all" models are not appropriate for development in general and the development of the knowledge society in particular, it will be necessary to establish various structures of knowledge governance which are responsive to local needs and conditions and result in nationally appropriate policies and priorities.

16. The expert group meeting emphasized that the knowledge society must have in place a sound system of governance that adequately allows for competing values to be heard, acted upon and integrated into official policy. This is critical given that consensus may be difficult to achieve and different parts of society will have divergent views of what constitutes valuable knowledge. Governance frameworks

should also respond to questions of what aspects of the knowledge society can and should be governed (e.g. economic, cultural and social elements), who decides on priorities, what are the channels of participation, how are societies' transaction costs determined, how is funding allocated and the like. However, another function of such a knowledge governance framework would be to help ensure that public value, as opposed to private value or elite public value, is captured.

17. Though the meeting did not discuss in depth the specifics of knowledge governance, several factors were highlighted which warrant greater study in the future. The critical importance of institutions in the knowledge governance process was cited. Institutions can be formal or informal, political or social. The formal and political types of institutions play myriad roles, from developing infrastructure to setting/enabling policy, conditions and incentive systems, to making available public stores of information, to investing in research, development and education. However, it remains questionable whether these traditional functions are adequate for the demands of the present day and the emerging knowledge society. Indeed, new imperatives have arisen which require a greater flexibility and responsiveness of these institutions. Also, with a new multidisciplinary knowledge theory, as called for above, and against a background of the experience with multisectoral knowledge policies, it is evident that new or enhanced mechanisms of institutional coordination and collaboration should be sought. Further, in a globalized world, greater efforts need to be made at connecting the national with the international governance regimes and institutions. Examples of institutions meeting this new reality, the conditions under which they have been successful, and how social and informal institutions, existing as well as new ones, support and direct the development of the knowledge society should be further explored.

18. In addition to addressing the necessary institutional development and capacity-building, there is also a need to concentrate on the role of the individual and civil society in the governance of the knowledge society. It is widely recognized that much knowledge resides within the individual. Additionally, in terms of determining the direction of the knowledge society within the human development framework, the participation of the public is indispensable. Knowledge processes should support what people want, as opposed to what is good for a single subsector, via definition, examination, challenge to and possible adjustment of purpose. Therefore, new channels should be sought for the individual to participate as a social citizen and to play various roles such as that of producer, end-user, mediator and decision maker. This raises issues of the democratization of the knowledge society and the need for the creation of a public space where citizens can contribute to "politically useful knowledge".

19. Knowledge networking as one form of governance has been proposed as a means of meeting the institutional and participation challenges, as well as becoming philosophically aligned with the proposed vision of the knowledge society. Networking is seen as a means to engage the local and the grass roots, to communicate tacit knowledge, encourage democratic debate and lead to the creation of new coalitions of partners and collaboration. It can potentially represent a model of inclusiveness and better capture social and cultural processes of knowledge development, utilization and dissemination. Examples of networking abound, but questions remain as to how they are connected to policy-making and implementation. However, with regard to knowledge dissemination and education,

and especially where the infrastructure does not yet support networking, traditional media should not be marginalized.

20. In the final analysis, how a society organizes itself and how these institutions are developed and an inclusive governance architecture is constructed will likely depend upon political processes and decisions — and ultimately, upon the will of key stakeholders. Moreover, issues of the rule of law, trust in government and other fundamentals of good governance cannot be ignored.

B. Policies towards the acceleration of the knowledge society

21. Under the proposition that all societies are knowledge societies, nations may be differentiated according to their rate of creation, dissemination and utilization of knowledge (explicit and tacit) and broadly categorized as: regressing — societies organized not to know; stagnating — societies that are chaotic, random or accidental in their organization; and advancing — societies that are organized for acceleration. Recently, with the application of ICT, the rate of acceleration has increased exponentially, so that a qualitative gap has developed between those societies that organize to know (and use what they know) and the rest. At a point still difficult to define, they start to appear and behave differently, hence the illusion that they and only they are the "knowledge societies" or that they and only they are "advanced" in the process of "transition" to it. However, a knowledge society is not a phase of development that should be achieved, proclaimed as a success and protected. With human creativity at its basis, it can be a process that can advance and even accelerate endlessly.

22. It has always been possible to regulate the rate of production, distribution and utilization of knowledge in part by adopting appropriate policies and practices. Such policies demarcate the space in which creativity can flourish and in which the broadly understood cost of knowledge is low and falling. Policies can either expand this space or shrink it. At the national level, the knowledge society also manifests itself in a variety of actors, goals, institutions, partnerships, processes and systems or dynamics.[5] Furthermore, there are a number of disciplines that arguably fall under the knowledge rubric: education, science and technology, research and development, innovation, economics, information policy, human rights, promotion of culture, and the social and political systems within which knowledge is embedded and which will either support or hinder the meaningful development of the knowledge society. Ultimately, Governments will have an instrumental role in creating an environment that adequately addresses these issues.

23. The public sector's formulation and implementation of strategy, policy, programmes and partnerships will to a large extent determine the success of a nation in the creation and purpose-driven use of knowledge. The knowledge assets of a nation must be placed in a creative and growth-enhancing environment that brings added value: in business, in politics, in social life in general. Moreover, the full spectrum of a society's ability to generate, access, disseminate, appropriate, adopt, adapt and manipulate knowledge must be taken into consideration and appropriate actions taken towards those ends. One such step is the creation of strategies and systems for capturing the benefits of knowledge for development. Such strategies comprise common understandings of the concept of knowledge for development, goals, policies, modalities and, eventually, the strategic allocation of resources. The

policies must be rooted in the social and cultural environment and must be aligned with and make sense from the point of view of the goals. For example, if networks are pivotal, consideration must be given to the technical and regulatory environments to be established for them. Systems, processes and institutions fall under the category of modalities and must assure effective and efficient pursuit of the adopted goals in a given policy or regulatory framework.

24. To date, national responses to the knowledge society have been somewhat "hit-and-miss", and indeed, there is no science to the development of national knowledge strategies. The expert group meeting highlighted the types of policies and practices which can support the acceleration of the knowledge society. Some examples follow:

- A single cohesive approach to a knowledge strategy that encompasses all aspects of the knowledge society remains elusive and may not be practical. Policy and strategy should be realistic and accompanied by a strong implementation plan.
- Understanding the dynamics between and connecting different sectors and policies through integrated frameworks is as important as developing and implementing sectoral policy.
- Niche identification in knowledge production and contextualization of knowledge policy and practices is essential, as is learning — not copying — from other countries facing similar conditions.
- In addition to considering knowledge for economic production, policies should focus on sectors and industries that promote other forms of creativity and innovation.
- Tradeoffs of knowledge-related policies (stability vs. adaptability, access to knowledge vs. privacy) should be addressed and negative effects ameliorated.
- Policies concerning access, use and effective use should be further distinguished.
- Access costs to knowledge, be they technical, institutional, cultural or the like, will help determine the progress of the knowledge society.
- The competence of individuals, the private sector and the public sector to create, disseminate and use knowledge and to develop and implement knowledge policy should be a central focus.
- Enhancement of creative thinking and learning is essential.
- Foresight policies and anticipation of future knowledge demands are important to acceleration.

Further research is needed on the degree to which most national approaches are in fact meeting these objectives.

25. In considering the variables that might constitute elements of a national knowledge system, the meeting also examined whether there are possibilities for measuring knowledge assets at the national level and developing an understanding of where a society is accelerating from. Efforts to benchmark and measure national knowledge assets and capacities may better direct policy and practical interventions towards acceleration.

26. There are multiple methodologies available for measuring knowledge assets, some of which have made efforts at capturing national-level and public-sector aspects of the knowledge society, and many of which take a firm-level or private-sector approach. However, if a new vision of the knowledge society is being promoted and new theories and definitions are being proposed, measurement methodologies should reflect these frameworks. In line with the human development rubric of the knowledge society, methodologies should first determine what variables are worth measuring and what can be measured (whether, for instance, tacit knowledge and knowledge dynamics are measurable). Methodologies might attempt to assess the feasibility of measuring the rate at which societies are accelerating and the expansion of the public space for knowledge creation as key indicators of progress.

C. Knowledge in the public sector

27. Government is an organization. It has specific functions that include consolidating and expressing the consensus view of the sovereign; responding with solutions to the needs, demands and proposals contained in the consensus; and making itself transparent to the oversight body acceptable to the sovereign. At the same time, government consumes anywhere between 20 per cent and 50 per cent of gross national product and its actions and behaviour have a profound impact on the way in which people live and work. Moreover, government is a large consumer and producer of knowledge. Over the past 10 years, Governments have begun to introduce ICT into their operations. These applications are focused heavily on raising internal administrative efficiency and effectiveness; on smoothing the process of providing services to the consumers of public services; and specifically, on public administration's support to business activities. While commendable in their intent and initial impact, these developments have little in common with Governments' perception of themselves as actual or potential "knowledge organizations" that focus on the harvesting, creation and use of knowledge (as distinct from information) in ways that benefit the discharge of all three of their main functions. Despite the differences between public administration and business in terms of their objectives, public administrations at all levels, not unlike in business organizations, are finding it necessary to revamp their internal structures and seek out sources of tacit or explicit knowledge that reside within as well as outside these administrations. A Government that channels knowledge to its operations, including decision-making, policy formulation and implementation, enhanced and interdisciplinary service delivery, is yet to be fully developed, but the challenges and opportunities as well as the underlying principles and basic directions of this development may already be discerned. Some Governments, among them many States members of the Organisation for Economic Cooperation and Development, have already begun to pay greater attention to how knowledge differs from both traditional e-government initiatives and from information, as well as how it can best be captured, transmitted and used.

28. From the point of view of Governments, the chief benefits to be gained from employing knowledge more effectively and instituting knowledge management in the public sector include improvements in: organizational memory, learning, transfer of expertise, integrating information from the outside (including from citizens), planning, decision-making, public services, empowerment of civil servants,

efficiency, transparency, horizontal cooperation and the attractiveness of public organizations.

29. However, implementation has posed a number of challenges and many expectations have still not been met. Experience to date has yielded a number of lessons and challenges:

- Public sector management and knowledge management should be considered together.
- Developing a common understanding of knowledge management and identifying different types of knowledge, as well as different government functions and processes, for example, recurrent administrative, individual decision-making and democratic deliberation, and how they can be integrated is fundamental to any knowledge management scheme.
- Information and knowledge should be seen as a public resource.
- Government agencies tend to be unaware of the rich knowledge they possess and lack the understanding that government workers are knowledge workers.
- Knowledge is not generally viewed as an asset by many government agencies.
- In terms of implementation, support of management, adequate funding and accountability are critical and generally government-wide knowledge management efforts fare better.
- It has been found that the greater stability of an organization supports knowledge management efforts.
- Knowledge management is not about technology.
- The privacy and security implications of knowledge management must be addressed.
- There still remains a significant challenge in converting knowledge into action.
- Culture, long-term commitment and adaptivity are more important than knowledge management labels.

30. The *World Public Sector Report*, in considering knowledge management and the implications of increased knowledge flows for the processes and functions of governing, noted that:

> "When the problem context lacks structure and the certainty of outcomes, decision makers tend to rely on tacit, intuitive knowledge. In the vast majority of societies these days ... the environment for life and work lacks structure or certainty of causes or outcomes ... such an environment ... creates ... many unknown variables. All this creates the permanent demand for knowledge ... Under-delivery of knowledge is bound to negatively impact people's well-being. Conversely, increased delivery of knowledge constitutes a very important public value.
>
> "... Governments must organize for knowledge creation and knowledge-sharing. This would involve change, as any bureaucracy monopolizes and centralizes knowledge and tends to push it upward in the organization instead of making it widely available ... People must trust their Government to do the right thing. Knowledge informs such decisions.

"In the context of organizational change, Governments can use ICT to organize for knowledge creation and knowledge delivery. This is yet another critical e-government application.

"...

"The best to be found in the literature concerning knowledge creation and distribution allows the formulation of several broad principles that a Government should adopt or act upon if it intends to generate knowledge. It should:

- Accept that human beings are the storage medium for knowledge
- Accept that knowledge creation has it own dynamic; it cannot be ordered or administered
- Create an organizational context, i.e., set up public shared spaces (physical and/or virtual) with borders of space and time in which people would want — and would have enough trust — to redirect their thinking processes away from the usual mental valleys. This cannot be participation by personal exclusion (naiveté and curiosity are key skills by which one challenges the received wisdom). However, to allow public value creation, private interests would have to be excluded
- Make knowledge creation part of public problem-solving. This involves activating public knowledge-creation spaces by encouraging and facilitating the full circle of knowledge creation ...
- Finally, for greater effect, conjoin these public knowledge-creating spaces (i.e. network)

"Logic dictates that the maximization of knowledge creation would require a multiplication of the shared spaces, their conjoining and the involvement of a maximum number of carriers of knowledge, i.e. people. In organizational terms, this translates into networked government. In the political arena, this translates into genuine participation in the political process."[6]

31. There are other ways in which effective knowledge creation and utilization in the public sector implies change in the way government does business. It has been suggested that successfully using knowledge to improve policy-making and implementation may require more collaborative and multidisciplinary mechanisms for governance across broader "knowledge fields". This may necessitate the development of new governance structures such as multisectoral forums or councils.

32. However, while the role of knowledge in the development and effectiveness of the public sector is multiple, its potential will be severely limited if, at the basis of these initiatives, public-sector reform and a commitment to good governance is not being pursued.

33. Another indirect effect of the knowledge society for governance is that in creating a public space for politically useful knowledge to be exchanged, as called for above, the good governance agenda itself is advanced by encouraging participation and inclusiveness and upholding certain human rights at the national level such as freedom of expression and even international human rights norms such as the right to information. To the extent that knowledge is very localized and

contextual, any effort to properly acquire or tap and distribute it in a meaningful way necessitates greater consideration of decentralization issues, a very important component of good governance reform. Moreover, in actively acquiring knowledge from citizens on a variety of development-related issues, Governments may be better able to more effectively meet the socio-economic Millennium Development Goals.

V. Conclusions/recommendations

34. In accelerating towards a participatory and human-centred knowledge society, there are a number of steps that Governments and entities of the United Nations system can take.

National Governments should actively:

- **Consider and promote the knowledge society in the framework of human development and the Millennium Declaration**
- **Actively pursue appropriate knowledge-related strategies and policies**
- **Maximize public value in developing their knowledge agendas**
- **Create public spaces and mechanisms for participation in the knowledge society**
- **More effectively use knowledge within government processes and integrate knowledge creation, management and utilization with public sector reform and e-government efforts.**

35. In the vast landscape of the knowledge society, both the governance of knowledge and the impact of knowledge on governance are two areas where the Division for Public Administration and Development Management, Department of Economic and Social Affairs, hopes to contribute to the ongoing debate. The following activities may therefore be usefully pursued in order to create useful analytical frameworks and tools for United Nations Member States:

- **Examination of the nature and prevalence of: policy measures that accelerate the knowledge society; practices and tools that accelerate (institutions, partnerships, diagnostic assessments, learning processes); and skills that accelerate**
- **Examination of the knowledge practices in the public sector that enhance: learning organizations, new structures of collaboration and multidisciplinary policy development and implementation, decentralization, and participation.**

Notes

[1] *Official Records of the Economic and Social Council, 2002, Supplement No. 24* (E/2002/84), para. 23.

[2] For the report of the Ad Hoc Expert Group Meeting on Knowledge Systems for Development, background papers and individual presentations, see www.unpan.org/dpepa-kmb-ksranda.asp. The report itself was issued by the Division for Public Administration and Development of the

Department of Economic and Social Affairs (ST/ESA/PAD/SER.E.58) and is also available online at: http://unpan1.un.org/intradoc/groups/public/documents/un/unpan014138.pdf

[3] For the online read-only version of the *2003 World Public Sector Report: e-Government at the Crossroads* and publication information, see www.unpan.org/dpepa_worldpareport.asp.

[4] E/C.16/2002/5.

[5] For more details, see E/C.16/2002/5 (see also para. 14 above) and the report of the Ad Hoc Expert Group Meeting on Knowledge Systems for Development (see note 2).

[6] *2003 World Public Sector Report* (see note 3 above), pp. 82-83.